IDEABRIDGE

# The IdeaBridge White Paper Series:
# The Leadership Series:
# Dealing with Performance Issues

# THE LEADERSHIP SERIES: DEALING WITH PERFORMANCE ISSUES



**Summary**

This article deals with the Leader's role in quickly dealing with all kinds of performance-related problems, including job performance, failure to deliver and poor attitude. A Leader is ultimately accountable for action and performance. This is an important primer on dealing with the issues at the core of a Leader's responsibility.

## Performance Issues

- People's performance from company to company or department to department, has more to do with the quality of the Leadership than the innate quality of the people themselves.
- When someone is presented with a situation that has both an upside and a downside, they wake up.
- The great Leaders do not shy away from discipline when it is needed. Discipline is an opportunity to teach someone, and to help them improve. But remember, a reprimand should build up, not tear down.
- Your most expensive employees are not the highest paid. The most expensive are the people who are ineffective and nonproductive.
- One of the biggest mistakes a coach can make is to believe he must treat all of his players the same. Coaches are hired to win - not make everyone happy or give everyone equal time, money or resources. Every player must be given support and encouragement. But to believe that everyone must receive the same treatment is not only unrealistic but destructive. When all players are treated and compensated exactly the same, poor or mediocre performance is being rewarded the same as the outstanding contributions by the best players. Pay should be based on performance. Reward your performers.
- Great coaches give opportunities, resources and playing time according to players' past performance. The greater the performer, the greater the opportunity.
- Perhaps the toughest call for a coach is weighing what is best for an individual against what is best for the team.
- Players cannot respect a coach who lacks the courage to make the hard decisions necessary for a team to succeed.
- If you give a non-performer immunity, and that person's subsequent actions hurt the team's performance, you will have betrayed the team's trust.
- When you hold people accountable, do it without malice. It's your way of saying that you will not allow the majority to be held captive by the few.
- Terminating an employee is by far the most difficult of the tough decisions a Leader faces. It is also one of the most important decisions he may make. Terminating a poor performer benefits the organization and everyone in it.

## THE LEADERSHIP SERIES: DEALING WITH PERFORMANCE ISSUES



- Many people avoid confrontation. Some fear being disliked and rejected. Others are afraid confrontation will make things worse by creating anger and resentment in the person they confront. But when a person's behavior is inappropriate, avoiding confrontation always worsens the situation.

- Any time a Leader avoids a confrontation, he should ask himself "Why?" Holding back not only hurts the offender, but the team and the entire organization as well. Great Leaders understand the importance of quickly dealing with issues as they come-up, rather than letting them go unchecked.

- Failure cannot be ignored, for nothing will reduce morale more quickly than lack of discipline. Morale, built on effective training and a system of fair rewards and just penalties, always fosters success.

- Good Leaders understand the harmful effects of how a bad attitude (including their own attitude) can contaminate the entire team. A poor attitude cannot be tolerated for even a moment; it must be dealt with forcefully and immediately. Everyone is entitled to a bad or an off day, but nobody is entitled to a bad attitude! This should be a zero-tolerance policy.

- Great Leaders recognize good work as quickly as they recognize poor work.